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9 June 1972

MEMORANDUM FOR: OCI Analysts

SUBJECT : The CIB

1. A number of you have expressed concern that the Black CIB may not be doing its job, or that it is not being read, or that our evaluation of reader acceptance is based only on the absence of criticism. Some point out that those who do not read have little to criticize. Others suggest that we have assumed our readers like the book the way it is, but have never asked them whether, for instance, a late afternoon delivery would be more useful than the present early morning one.

2. I consider the Black Book readership to be the senior members of the National Security Council structure and their staffs, plus certain other key officers on the periphery. For them it provides a general current intelligence report on the subjects other than those with which they are personally and immediately concerned and hence more fully briefed. These people are not reachable by formal reader surveys, and we have been forced to rely on occasional comments to senior Agency officers for any sense of their reaction to our work.

3. Last month the DCI agreed to write each member of this elite audience a personal letter asking for comments on the Black CIB. For various reasons, we excluded the PDB readership, the NSC Staff proper, and the USIB Principals. Thirty of these letters were sent out, and by now most replies are in. (Several of those who have not yet replied have either changed jobs or are out of the country.) Copies of the DCI's note and all the responses have been reproduced and are available in your Division or Staff offices. I invite you to read them.

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4. These returns give us no mandate for major change. Rather, they generally tell us we are doing our job. This is not to say the CIB cannot be improved, however. I would like to see us move beyond the reportorial, although this is a necessary base, to be more analytic and reflective. I would also like to see us cope better with discontinuities in our reporting. The inclusion of review pieces in the CIB, which started yesterday, is a first step in this direction.

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RICHARD LEHMAN

Director of Current Intelligence

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